

Introduction to CVB Scenarios

As we build on 20th century progress and enter the new millennium, the animal biologics industry and the world in which it operates continue to change and evolve. How will the industry look ten years from now? Scenario-based thinking can help us to explore and better prepare for critical long-term uncertainties. Rather than relying on a single vision of the future, we have crafted a “sphere of plausibility” in which to rehearse our roles in the range of potential futures for the biologics industry. Our scenarios for the year 2010 turn on two critical unknown factors.

New technologies and animal disease products: Will animal disease products enter a new era of technological innovation over the next decade, or will traditional biologics continue to dominate the market?

Customer expectations: Will biologics consumers demand unshakable quality and be willing to pay more for it, or will a focus on price and convenience lead them to be more accepting of available products?

These critical unknowns prompted us to examine four possible futures for the biologics industry. The four futures scenarios are presented here as stories. Also, more information on scenario-based thinking appears in “Using Scenarios for Strategic Planning.”

